



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

JUN 6 2007

Office Of The General Counsel

MEMORANDUM FOR THE SECRETARY OF THE AIR FORCE

FROM: SAF/GC


SUBJECT: Alternative Dispute Resolution Program Report for 2006

In accordance with Air Force Policy Directive 51-12, I am pleased to submit the Air Force ADR Program Report for 2006, highlighting significant steps to advance initiatives that support the philosophy and strategic direction of Air Force Smart Operations for the 21st Century (AFSO21) and the DOD Quadrennial Defense Review (QDR).

In 2006, our Dispute Resolution Division (SAF/GCD) continued the work begun in 2005 to develop and deploy the Integrated Conflict Management System (ICMS) Air Force-wide. The ICMS leverages negotiation, conflict management and dispute resolution skills to more effectively prevent disputes, and to efficiently resolve those disputes that cannot be prevented. This skill set is particularly critical to new supervisory responsibilities under the National Security Personnel System, and GCD is leading the Air Force's training for supervisors in essential negotiation and conflict management skills. Over 25,000 Air Force supervisors of civilian personnel have received the training, giving the one-day course exceptionally high marks.

The other essential component of the ICMS is a robust ADR capability to resolve disputes that cannot be prevented, and here the maturity of the Air Force's award-winning program is evident. Promoting the use of informal early resolution techniques in both workplace and acquisition disputes saves the Air Force time and resources. In FY 2006, the Air Force used early resolution techniques to resolve 2,496 workplace disputes, about 40% of the total, thereby diverting a substantial portion of the Air Force's dispute workload from expensive, time-consuming dispute adjudication processes. For acquisition disputes, ADR continues to resolve disputes in roughly half the time required for litigation, and increased use of early dispute resolution (EDR) techniques this year prevented 14 out of 16 cases from entering the formal disputes process at all.

In 2006 GCD and the Air Force Negotiation Center of Excellence (NCE), located at Air War College, worked together to further the goal of providing all Airmen with the interest-based negotiation skills that are the foundation for collaborative leadership and mission success in the 21st Century. Less than two years after its initial stand-up in August 2005, the NCE is integrating skills in interest-based, cross-cultural, and multi-party negotiations into the curriculum across Air University, for both in-residence and distance learning. We are committed to making interest-based problem-solving skills a core capability of the 21st Century Air Force, regardless of functional area.


MARY L. WALKER
General Counsel

Attachment: ADR Program Report for 2006